

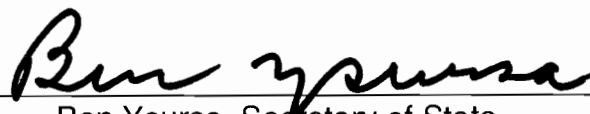
IDAHO SECRETARY OF STATE

AGENCY STRATEGIC PLAN

For the Fiscal Year Ending June 30, 2009

Updated June 10, 2008

Signed:

A handwritten signature in black ink, reading "Ben Ysursa", written over a horizontal line.

Ben Ysursa, Secretary of State

Introduction to the Secretary of State Strategic Plan

The Secretary of State's strategic plan is divided into five parts. The first part is the general plan for the entire office. The external factors, general goals, objectives, strategies, outcome measures and output measures in the general plan shall apply to each division's (program's) plan, and shall be incorporated therein by this reference.

Secretary of State General Plan

MISSION: The missions of the Secretary of State's office are to provide business services as required by law, to administer the election and lobbyist disclosure laws and to act as a repository for official documents filed in the office pursuant to law.

VISION STATEMENT: Over the term of this plan, the office of the Secretary of State will improve the timeliness and availability of its services to the public, while maintaining the highest standards of accuracy and integrity. It will attain this vision by using the best and most cost-effective technologies and administrative techniques available, and by recruiting and retaining the highest quality work force possible within the limits of available funding.

EXTERNAL FACTORS: The key external factors which will affect the Secretary of State's operations are:

1. The level of appropriations by the Legislature to support the operations and capital needs of the office.
2. Availability of employees with appropriate skills at affordable pay levels in the local labor market.
3. Development and fielding of new technologies which can be used to improve performance of the office.

GENERAL GOALS: The goals of the office generally are:

1. To insure the accuracy and integrity of the office's records.
2. To consistently meet reasonable expectations of the users of office services for timely filing of documents and delivery of information.
3. To employ a choice of fee payment options which are convenient to users of services and which insure collection by the office.
4. To improve employee productivity by working smarter, not harder.

OBJECTIVES: The objectives of the office are:

1. To insure security of data and documents against unauthorized and undetected alteration.
2. To insure accuracy and integrity of information.
3. To meet or exceed quantifiable performance targets set by each division for timely filing, accuracy of data and delivery of information to users.

4. To make data and documents accessible to users in as wide a variety of useful formats as possible, both on-line and in bulk media.
5. To provide for electronic funds transfer (EFT) and credit card payment of filing fees as part of an overall application redesign process.
6. To recruit, develop and retain quality employees, who are dedicated to their jobs and loyal to their employer.

STRATEGIES: The strategies which the office will pursue in furtherance of its objectives are as follow:

1. To the extent possible, each data element will be captured only one time, as close to the source as possible.
2. All data and documents which are retained on digital media or on microfilm will be backed up, and the back-ups stored off-site in a secure area.
3. The office will acquire and implement safeguards against unauthorized entry into the information management system and against sabotage or inadvertent corruption of its databases.
4. The office will develop the ability to retrieve and deliver data to users in the greatest practicable variety of useful forms.
5. The office will enhance the ability of users to gain access to data and documents from remote locations by expanding access via the INTERNET and on-line services.
The office will acquire appropriate education, software or out sourced services to implement Internet filing technology.
6. The office will, to the extent practicable, utilize common state formats, contracts, standards and infrastructure to reduce costs and improve performance of information technology in the office.
7. The office will provide training to its employees in the technical skills required to perform their basic tasks and in general professional development skills.
8. Within the limits of appropriations, the office will compensate its employees at a competitive level for the local labor market.
9. The office will provide its employees a positive working environment, and will educate its supervisors and managers in positive leadership techniques.

OUTCOME MEASURES: The effects of the office's performance on the users of its services can be assessed by the following indicators:

1. Satisfaction indices established by each division.
2. The growth rate in percentage terms of the number of subscribers to on-line and bulk data delivery services.
3. Performance of normal business functionality in and beyond the year 2008.

OUTPUT MEASURES: The output of the office can be measured in terms of the following indicators:

1. The total numbers per year of each type of document filing and information request processed.
2. The achievement of the implementation and completion dates set forth in the statement of objectives.
3. The rate of turnover of employees and their job satisfaction level as assessed by performance audits and other objective indicators such as unplanned absences.

Legislative and Executive Affairs Division

MISSION: The mission of the Legislative and Executive Affairs Division is to act as a repository for legislation, executive orders, tort claims and miscellaneous records filed pursuant to law.

VISION STATEMENT: The deputy secretary of state for Legislative and Executive Affairs will perform accurate and timely filing of legislation, executive orders, tort claims and statutorily required filings, and make information available upon request.

EXTERNAL FACTORS: The key external factors which will affect the Division's operations are:

1. The number of bills introduced and passed in each session of the Legislature.
2. The volume of executive orders issued by the Governor, tort claims filed, and miscellaneous filings received by the Division.

GENERAL GOALS: The goals of the Division are:

1. To make status information on legislation, tort claims and other miscellaneous filings available through electronic media and other means on a timely basis.
2. To make enrolled and engrossed legislation available to the public through electronic media.
3. To process to completion all required legislative functions and all filings within appropriate time limits.

OBJECTIVES: The objectives of the Division are:

1. To assign chapter numbers to enrolled bills within four (4) working hours of receipt in the office, and to provide this information to Legislative Services within the same time frame.
2. To log and forward tort claims to the Bureau of Risk Management within four (4) working hours.
3. To process to completion all other filings with the Division within one working day.
4. To achieve 100% accuracy in key data fields in at least 99.8% of all records for which data entry is required.

STRATEGIES: The strategies that the Division will pursue in furtherance of its objectives are as follow:

1. The Division will utilize digital document imaging and improved administrative procedures to minimize turn-around time for incoming documents.

OUTCOME MEASURES: The effects of the Division's performance on the users of its services can be assessed by the following indicators.

1. The number of complaints received within a reporting period, to include such items as untimely service, lost documents or incorrect data received from the Division.

OUTPUT MEASURES: The output of the Division can be measured in terms of the following indicators.

1. The ratio of errors in key data fields to the number of records processed, as measured by performance audits.
2. The achievement of the implementation and completion dates set forth in the statement of objectives.

Commercial Division

MISSION: The mission of the Commercial Division is to aid commerce through the process of creating business entities, authorizing foreign businesses, filing commercial and other liens, registering trademarks, and commissioning notaries public.

VISION STATEMENT: The Division will provide the highest possible level of service to the users of its business services through constant improvement of its business processes. Service level is defined in terms of types of services provided, quality of product, timeliness of delivery, uniformity, and cost containment.

EXTERNAL FACTORS: The key external factors which will affect the Division's operations are:

1. Growth or decline in the level of demand for the business services of the Division, which are in turn determined by the state of the economy, financing and legal practices, population growth and other factors.
2. Development of new uniform and model acts governing business organizations, secured transactions and trademarks, and their adoption by the Legislature.

GENERAL GOALS: The goals of the Division are:

1. To provide business information to users in a variety of forms and formats which are timely, accurate, and easily accessible.
2. To provide services at fees which are cost-effective to the users, and which cover the incurred cost of providing the services.
3. To make filing of business documents easy and fast, in a choice of media, with rapid acceptance decisions and acknowledgment to the filing parties.

OBJECTIVES: The objectives of the Division are:

1. To make acceptance decisions on business document filings not later than the close of business on the day following receipt for at least 98% of all filings.
2. To achieve 100% accuracy in key data fields in at least 99.8% of all records for which data entry is required.
3. To process to completion service requests for which an expedited service fee has been paid, within eight (8) working hours in 98% of all cases.
4. To respond to routine requests for information for UCC and related filings, business organization information, trademark information and notary public information, within five (5) working days of receipt for at least 95% of all requests.

5. To identify and report all UCC financing statements and related filings pertaining to a debtor on whom a request for information is received for at least 99% of all such requests.
7. To study the concept and feasibility of providing for electronic filing of business entity organizational documents.

STRATEGIES: The strategies which the Division will pursue in furtherance of its objectives are as follow.

1. The Division will utilize digital document imaging, electronic filing, administrative procedures and workflow software to minimize turn-around time for incoming documents through use of parallel processing techniques.
2. The key information fields of documents that are manually data entered will be verified by blind double entry by a person other than the person who does the original entry.
3. Documents which are filed electronically will be stored on an unalterable medium within one working day of receipt with daily back up copies made and stored off site.
4. The Division will work with the Information Technology Division to procure or develop software and techniques to give increased certainty that all financing statements or related filings pertaining to a debtor on whom a request for information is received will be identified and reported.
5. The Division will scan all business entity organizational documents into a digital medium. All organizational documents which pertain to active entities will be scanned into a digital medium, whether or not they have been microfilmed.
6. The Division will participate in the International Association of Corporation Administrators (IACA), and other entities which develop standards and technologies, in order to acquire the knowledge required to implement electronic filing and other technologies and techniques, to influence development of standards and uniform laws which will affect the Division's operations, and to develop greater consistency and compatibility with the legal requirements and technologies adopted in other jurisdictions.
7. The Division will educate the users of its services through such means as pamphlets, articles in periodicals and presentations at educational seminars.
8. The Division will work with the Information Services Division to provide Annual Reports processing by electronic filing means.
9. The Division will work with the Information Services Division to provide Trademark & Notary databases and search engines to enable online data searches.

OUTCOME MEASURES: The effects of the Division's performance on the users of its services can be assessed by the following indicators.

1. The ratio of the number of complaints from users of the Division's services concerning untimely service, to the total number of filings, expedited service requests or information requests in a reporting period.
2. The ratio of the number of corrected UCC reports of information, to the number of requests for information processed in a reporting period.

OUTPUT MEASURES: The output of the Division can be measured in terms of the following indicators.

1. The total numbers per year of each type of request for information or services processed by the Division.
2. The ratio of errors in key data fields of records processed, to the number of records processed, as measured by performance audits.
3. The achievement of the implementation and completion dates set forth in the statement of objectives.

Elections Division

MISSION: The mission of the Elections Division is to obtain and maintain uniformity in the application and interpretation of the election, campaign disclosure and lobbyist registration and reporting laws of the State of Idaho.

VISION STATEMENT: The Division will insure compliance with candidate filing, campaign finance disclosure and lobbyist registration and reporting. The Division will administer fair and impartial state elections, and provide accurate and timely information to the public in a meaningful manner.

EXTERNAL FACTORS: The key external factors which will affect the Division's operations are:

1. Federal legislation and Federal Voting Assistance Commission regulations which impose mandates, as well as Federal Election Assistance Commission guidelines concerning election registration and the conduct of elections.
2. State legislation which imposes additional mandates relating to election and campaign disclosure law.
3. Petition efforts by Idaho citizens which result in ballot measures.

GENERAL GOALS: The goals of the Division are:

1. To insure that candidates for state office comply with the requirements for nomination for office and with all periodic campaign finance disclosure requirements.
2. To oversee administration of state elections in cooperation with the county clerks.
3. To make available to all Idahoans essential information on Idaho's electoral process.
4. To timely and accurately compile the results of state elections and report the canvass of votes to the State Board of Canvassers.
5. To register lobbyists and insure that they comply with statutory reporting requirements.
6. To make available to the public all records pertaining to candidate filing, campaign finance, and lobbyist registration and reporting, in a timely and comprehensible manner, including expanded use of the Internet.

OBJECTIVES: The objectives of the Division are:

1. To make acceptance decisions on candidate filings immediately upon receipt.
2. To provide campaign finance information for both state and federal candidates.
3. To achieve 100% accuracy in key data fields in at least 99.8% of all records for which data entry is required.

4. To make information in the Division's databases available via the Internet the same day or within one (1) day of filing.

STRATEGIES: The strategies which the Division will pursue in furtherance of its objectives are as follow.

1. The Division will utilize digital document imaging, electronic filing, administrative procedures and workflow software to minimize turn-around time for incoming documents.
2. The Division will educate the users of its services through such means as pamphlets, articles in periodicals and presentations at educational seminars.

OUTCOME MEASURES: The effects of the Division's performance on the users of its services can be assessed by the following indicators:

1. By timely dissemination of information to the public and press to significantly reduce telephone calls, office visitors, and requests for document copies.
2. The extent of statutory compliance by candidates, committees and lobbyist's.

OUTPUT MEASURES: The output of the Division can be measured in terms of the following indicators:

1. The total number of candidate, committee and lobbyist filings compiled and processed by the Division.
2. The achievement of the implementation and completion dates set forth in the statement of objectives.

Information Technology Division

MISSION: The mission of the Information Technology Division is to provide the technology infrastructure for the capture, processing, storage, access, and disaster recovery of all information filed in the office pursuant to law.

VISION STATEMENT: The Division will provide the highest possible level of service to the users of its technology infrastructure. Service level is defined in terms of system and information accuracy and availability.

EXTERNAL FACTORS: The key external factors that affect the Division's operations are:

1. Stability of electrical power source.
2. Availability of employees with appropriate skills.
3. The level of appropriations by the Legislature.

GENERAL GOALS: The goals of the Division are:

1. To provide a stable and effective information infrastructure to support the business service needs of the Office of the Secretary of State.

OBJECTIVES: The objectives of the Division are:

1. To continue to provide an information technology business service that is accurate, efficient, and economical.
2. Maintain a secure information systems environment.
3. To provide for disaster recovery and business resumption.
4. To provide an uninterrupted business environment during the transition of new technologies and system modifications.
5. Take full advantage of available technologies to enhance and simplify public access of information and services provided by the Office of the Secretary of State.

STRATEGIES: The strategies that the Division will pursue in furtherance of its objectives are as follows:

1. To utilize those information products, both hardware and software, that have shown stability and acceptance within the industry.
2. To utilize those information products, both hardware and software, that are identified as part of the ITRMC statewide technology plan.
3. To utilize those information products, both hardware and software, that are designed to integrate with our existing platform.
4. To stay abreast of, review and integrate new technologies where significant gain in productivity and/or cost reduction is realizable.
5. To ensure upgrades to information systems hardware and software are current.
6. Acquire, develop and maintain a technically competent staff.

7. Development and implementation of disaster recovery scenarios, that make use of backed-up data to reconstruct the information infrastructure either on or off site in an expedient manner.
8. Provide e-business solutions for Annual Report filings, UCC filings, Trademark database searches, Elections database searches, Election Night results reporting, Health Care Directive registry, and electronic payment processing.
9. To maintain data traffic through existing statewide networks to all of Idaho's 44 county seats for the Idaho Statewide Voter Registration System per the Help America Vote Act (HAVA).

OUTCOME MEASURES: The effects of the Division's performance by users of its resources can be assessed via the following indicators:

1. The percentage of systems availability time.
2. The response time for processing.
3. The cost of maintaining the infrastructure.
4. The quality of applications developed.

OUTPUT MEASURES: The output of the Division can be measured in terms of the following indicators:

1. Timely completion of the objectives set forth.
2. Efficiency gains and cost reductions in document processing through use of advanced electronic filing technologies.